



Leadership Development: Administering the On-Campus Program

*Mr. Allen Cunniff
Chief, Evaluations Branch
Training Division, HQ Western Region
(253)967-6215
allen.cunniff@us.army.mil*



Region Commander Observations

“Hey Sir, did you know that these are the same sixteen leadership dimensions that are on our OER’s?”

-Warrior Forge '04 RTO

“Too many of our cadre reminded me of hogs looking at a wristwatch when we asked them to capture actions, assess dimensions and WRITE”

LDP is at heart a counseling program...but our counseling program rarely reflects LDP.



On-Campus Leader Development

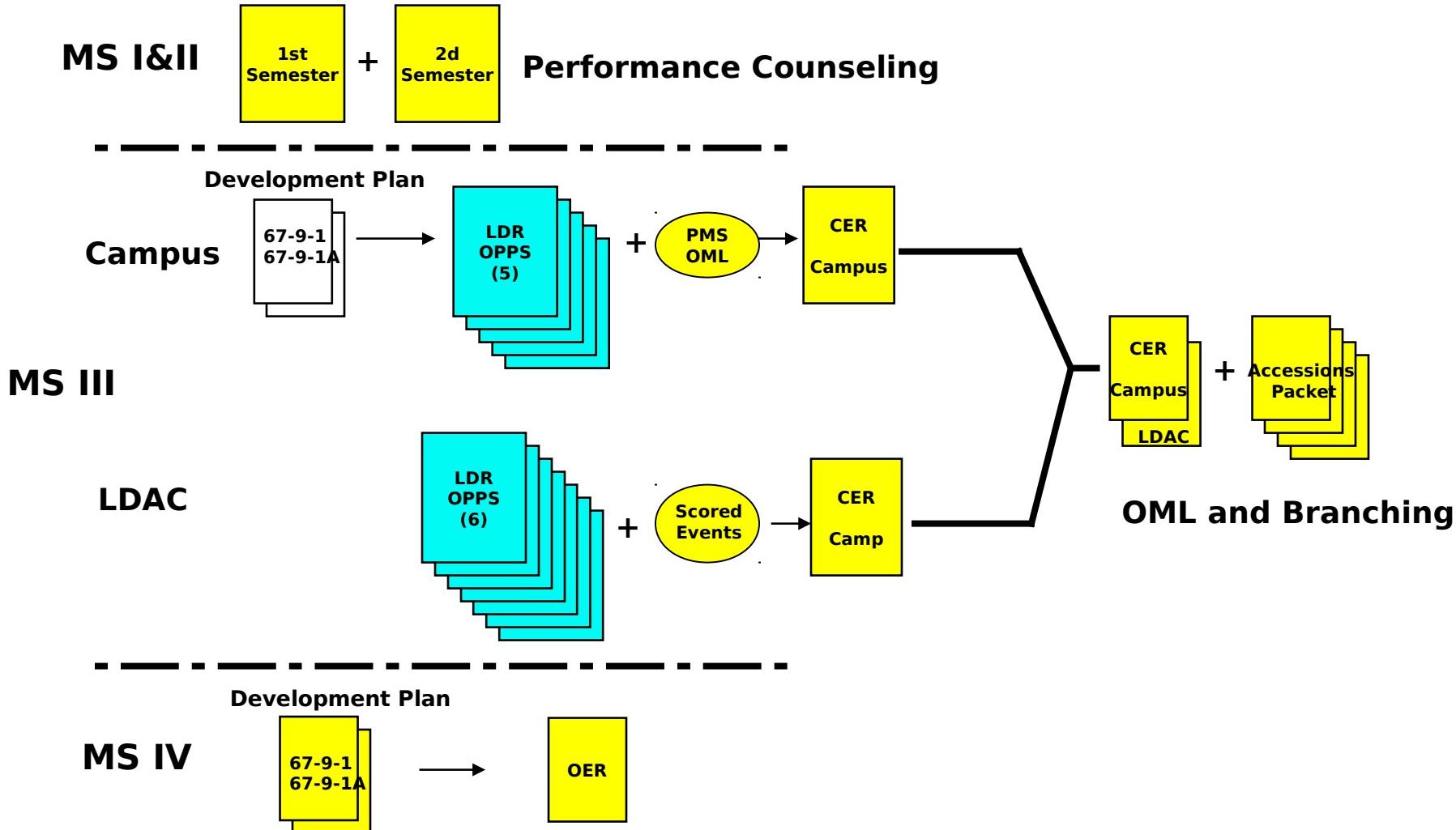


Purpose: Administer a progressive, individual-focused program in a varied training environment in order to;

- develop fundamental leadership and problem-solving skills
- enhance leader's effectiveness when faced with unfamiliar situations (warrior ethos)
- encourage personal growth to meet individual potential



LDP OPERATIONAL MODEL





Leader Development - Trends Noted

- Command shows significant improvement in consistency
- Emphasis on leader development in CC greater than in other cmd
- Centralized assessor training at LDAC does not reach all cadre
- Programs which emphasize “teaching the LDAC test” reduce cadet’s ability to lead with confidence in unfamiliar situations
- Cadets from Bns with historically strong LDP trend to higher overall ratings at LDAC
- Active program of mentorship more critical than “checking the LDP block”



LDP Admin On Campus

Minimum of 5 leadership opportunities in MSIII year (prior to LDAC)

- quality of opportunity is key; designed to meet individual needs
- use of Spot Reports to capture other behavior (esp. non-ROTC)
- use of 'non-traditional' leader opportunities
- more accurate over time; 2-weeks duration or longer in many cases

Cadre evaluations augmented by MSIV assessors (with cadre oversight)

- ongoing assessor training for cadre/MSIVs; periodic AARs
- continued MSIV development, feedback to PMS
- cadre focus resources where needed
- periodic PMS review of MSIII progress, course corrections

MSIII instructor/advisor administers standardized process

- Blue Card/Yellow Card/JPSC used in all battalions
- CCIMS (Training and Evaluations) - define responsibilities

Individual focus requires different solutions for different cadets



LDP Quality Indicators



Innovation - Effectively uses a variety of challenges to enhance skills
(Not locked into the SL/PSG/PL mentality)

Cadre involvement - Active participation by all cadre in recognizing leader behavior and acting as PMS' eyes and ears

Active and timely feedback - Uses AARs and effective counseling to ensure cadets apply lessons learned in future situations

Progressive (MSI-IV) - Doesn't limit training to MSIIIs; progressively integrates all MS levels

Mentorship - Rewards initiative, tolerates minor mistakes to encourage reasonable risk



Measuring Success



- ***LDAC stats do not paint the entire picture***
- Effective leader development is measured by individual cadet progress, and requires understanding the cadet's history
- Determine what motivates the cadet, provide them with constructive feedback, and encourage self-assessment
 - Cadets will rarely achieve potential on your watch
- Infer potential by analyzing each cadet's growth or failure to grow



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Questions?